



## 6.0 PROCESS MANAGEMENT.

### 6.1 Management of Product/Service Processes.

We analyze mission and customer requirements to determine our key processes. These processes best describe us in relation to *“What We Do,” “How We Do It,”* and *“Whom We Do It For.”* We are the proponent for Infantry Training, Doctrine, and the Future direction of the Infantry. The mission of the Special Operations Command, Forces Command, National Guard, and Reserve customer units requires us to conduct and support Force Projection operations. We also provide comprehensive key support operations to all of our customers. The Measurement Planning Guide (Figure 4.3) reflects the factors that we consider during the design of the products and services we provide. Cross-functional teams, which include customers and suppliers, are set up to design and manage our key processes. The Quality Executive Steering Team (QUEST) is set up to manage our overall system. Our markets are relatively stable, and our products and services relate primarily to mission requirements. We evaluate them, validate measurements, and implement delivery systems that will create or sustain customer satisfaction.

#### 6.1a Design Processes.

**6.1a(1 and 2)** In Fort Benning’s role as the Infantry proponent, our Infantry Doctrine and Futures key processes are a part of the design and development process for all U.S. Army Infantry requirements. These processes translate customer needs, technology, and threats into concepts for new weapons, warfighting, and instructional doctrine. As front-end developers of the Infantry Training process, the Doctrine and Futures processes provide long-range research and development and a methodology for internal testing of new concepts and missions. The Doctrine process provides warfighting philosophy, which is then converted to Programs of Instruction (POI) for the Infantry School. The Doctrine and Futures process teams work with industry to develop future weapons and Soldier systems for the 21<sup>st</sup> Century. We use customer feedback to improve our content, instructional delivery systems, and POIs in the Training process. Army regulations prescribe the training management cycle, which is centered on continuous feedback.

The Force Projection process is designed to meet real-world operational and mission requirements. Figure 2.1 illustrates how customer requirements impact the strategic planning process. Key process owners flow chart their work processes, design evaluation plans, and review performance. The figure below illustrates our systematic flow charting at the key process level.

INFANTRY TRAINING KEY PROCESS CHART

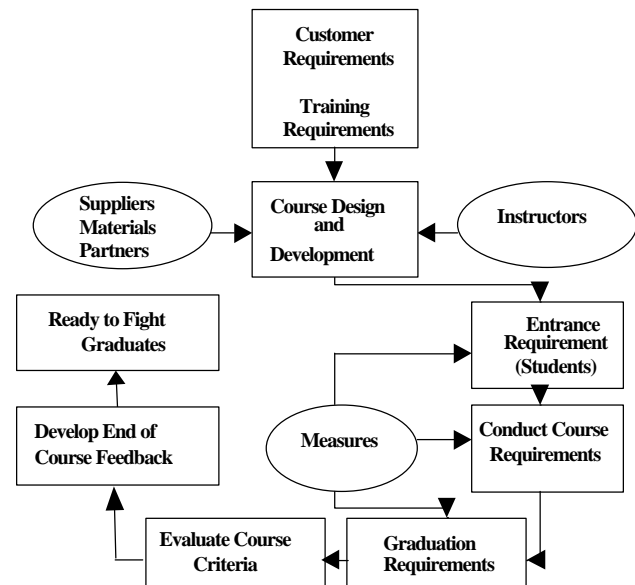


Figure 6.1

For new products/services in our support processes, we use our Six-Step Design Model (Figure 6.2) as a guide to translate customer requirements, anticipate changes, and simplify performance.

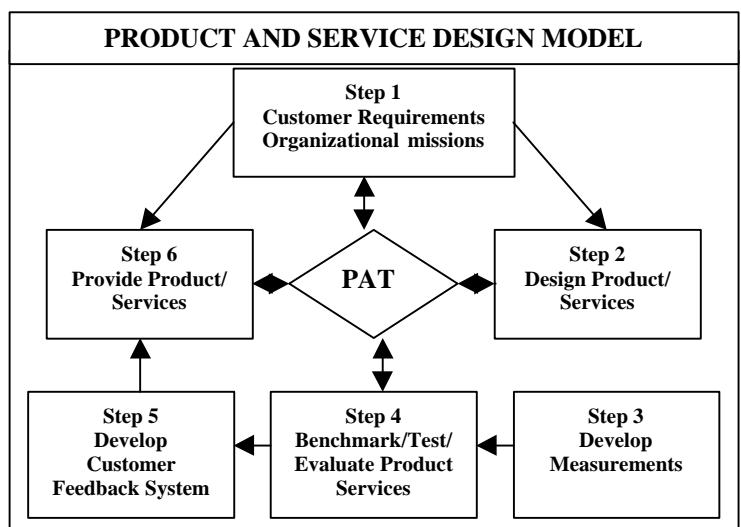


Figure 6.2



In **Step 1** of the Design Model, the developmental process, process owners determine how best to meet customer or mission requirements. Key process teams then design our products or services, set priorities, and determine process improvement goals and objectives (**Step 2**). Changing customer requirements and new technologies are also considered at this time. Customer requirements are shown at Figure 3.3.

**6.1a(3)** Our Design Model provides sequential development of products or services and requires that stakeholders, to include suppliers, are involved throughout the design, production, and delivery phases. In **Step 3**, key process teams establish performance standards and validate them prior to delivery to ensure trouble-free production and timely delivery. Key process teams also design a customer feedback system that allows customers to respond early in the delivery phase or early during use (**Step 5**). Customers assist in developing the feedback system, and when practical, sample the final product prior to delivery. Performance is tracked by collecting and analyzing feedback.

**6.1a(4)** Key process teams develop an evaluation system to verify that new products or services meet mission requirements, exceed customer

requirements, and establish achievable supplier performance standards. **Step 4** of our Design Model provides continuous process review and includes validation, internal and external reviews, customer samples, rehearsals, and dry runs. The test and evaluation strategy ensures that the process meets customer, supplier, and mission requirements. The QUEST and Commander's Quarterly Training Briefings ensure improvements to processes are transferred throughout the organization.

### **6.1b Production/Delivery Processes.**

**6.1b(1)** The customer continues to be the main focus in the delivery of our products and services. To ensure customer satisfaction, we focus measurement control strategies on key process requirements. Figure 6.3 depicts our key processes, their activities, key requirements, and measures.

**6.1b(2)** Our focus for performance is driven by **"How Well We Do It."** Fort Benning's Continuous Improvement (CI) Action Plan requires systematic evaluation at the key process and unit activity levels. Figure 6.3 illustrates process performance standards supported by control measurement strategies. This provides deliberate criteria to track standards for process performance. Figure 4.2

KEY PROCESSES	KEY REQUIREMENTS	PERFORMANCE STANDARDS	MEASUREMENT/CONTROL STRATEGIES	RESULTS
<b>Infantry Propensity:</b> ➤ <b>Training</b> Initial Professional Specialized Special Category	Basic Infantry Soldier Skills. Weapons Qualifications. Leader Qualifications. Rapid Deployability.	Meet individual class standards. Meet CG's 95% overall graduation rate. FM 25-100 FM 25-101	Customer Satisfaction. Cost. Entry, Course, and Graduation Requirements.	7.1.1-7.1.4 7.2.1 7.5.1-4
➤ <b>Doctrine</b> Develop Writers Produce Literature Revise Literature	Provide continuously updated and improved methodology of warfighting capabilities.	TRADOC Pam 25-34. Produce four manuals per year. Produce revised manual within 18-24 Months. Doctrinal and Training Literature Review Council. 95% Customer Satisfaction Meet Internal Milestone Dates.	Customer Comments. Infantry Traveling Team. Program Directive & Timeline. TRADOC Manuals. Unit Feedback. Combined Arms Cmd Review. Joint and Nat'l Training Centers. Observers/Controllers. Council of Colonels Review.	7.1.1 & 2 7.1.5-8 7.5.5-7
➤ <b>Futures</b> Develop Infantry Concepts Develop New Technology	Compare to other Combat Arms. Force XXI. Advance Warfighting Experiments. Army After Next	Directorates establish priorities. Mission Needs Statement. Operation Requirements Documents. Test and Evaluation.	Customer Satisfaction. Cost. Council of Colonels Review. Concept Evaluation Program. Advanced Warfighting Experiment. TRADOC System Manager Inputs. Infantry Traveling Team.	7.1.1 & 2 7.1.9-11 7.2.18-20 7.5.8
<b>Force Projection</b> Unit Status Report Maintain Deployability Deploy the Force Operate Continental U.S. Replacement Center	Mobilize Reserve Components. Meet Deployment Plan Requirements. Conduct training in a joint environment. Unit capability.	100% of Units making Authorized Level of Organization (ALO) each report period. 5% Non-deployable each report period. 100% Latest Arrival Date (LAD). 100% deployment criteria per requirement. 100% to meet Soldier Readiness Plan standard.	Customer Satisfaction. ALO Resource Evaluation. Installation Support. Monitor by category/reason. Requisitions, Readiness Levels LAD at PODs. FOOTPRINT. Monitor supply shortfalls.	7.1.12 7.2.2 7.5.9-10

Figure 6.3



describes our extensive system of performance evaluation reviews to identify work processes early, validate them, and initiate corrective action in a prevention-based orientation.

**6.1b(3) “How We Can Do It Better”** drives our continuous process improvement. We identify product or service improvements using four primary means:

1. Customer Comments
2. Performance Shortfalls
3. Organizational Changes
4. Lessons Learned

We use two methods to evaluate and improve our key processes and related activities. Our concept is simple: where practical, employees who work on projects and programs develop breakthroughs and make improvements at the point of contact with the customer (Figure 6.4). If not practical, key process teams or voluntary process action teams (PAT) make deliberate and systemic improvements using alternate technologies, benchmarking, and customer and supplier information. This facilitates rapid identification of potential improvement opportunities and problem areas.

**TIER ONE** is our “quick fix” model; it is the employee at the point of delivery to the customer.

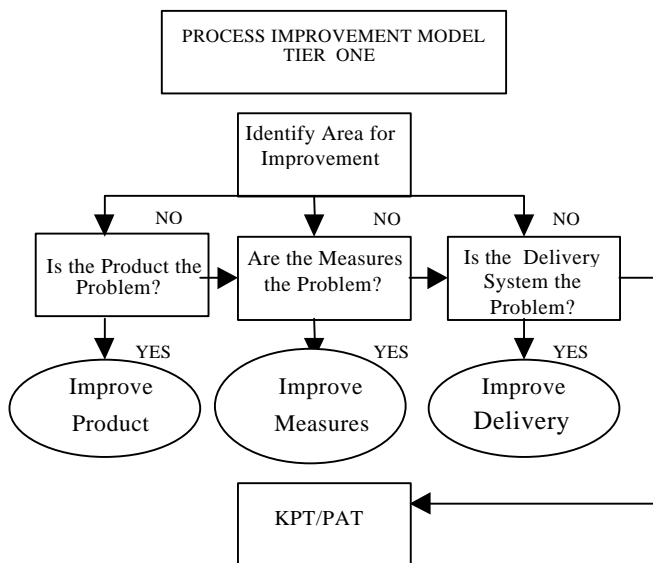


Figure 6.4

**TIER TWO** provides a more comprehensive method for review and improvement. This is the key process team or PAT that has responsibility for the process (Figure 6.5). This Four-Step Model

provides a prescribed format to assist in the continuous improvement of our processes and key activities, by incorporating the PDCA cycle of improvement. Our Measurement Planning Guide (Figure 4.3) also provides us with a systematic way of evaluating our products and services. The QUEST uses the guide to evaluate our products and services from customer, supplier, and employee perspectives. Because of the QUEST’s cross-functionality, sharing is quickly and easily transferred to process owners throughout the organization.

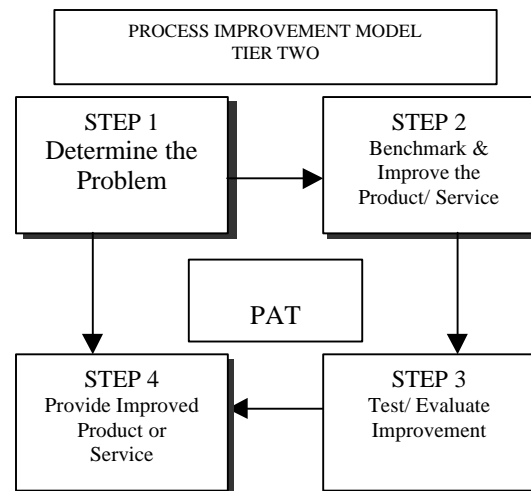


Figure 6.5

## 6.2a Management of Support Processes.

Our support processes are a compilation of services that play a critical role in the daily operations of our organization. These processes manage the care and quality of life for our Soldiers, families, and work force so that they can focus on primary missions. Managing them is equal to running a city, and to do this effectively we actively plan with our customer groups, analyze resource availability, and evaluate customer feedback. We use the same Design Model described in Item 6.1a to design, manage, and improve these processes.

**6.2a(1)** We determine key requirements based on “*Whom We Do It For.*” We begin by having each external customers (Figure 3.2). Customer needs, regulatory requirements, command guidance, and support program objectives are incorporated into our support processes. We collect feedback on customer needs through the methods described in Figure 3.3. All of our support processes impact the



output of our services, process cycle time, and quality of our key processes.

**6.2a(2)** Key support process teams use the Design Model (Figure 6.2) as a guide to design our support processes. The teams work closely with support service providers to guarantee a high level of customer focus and satisfaction for their primary customers. Support process performance is related directly to mission performance. The activities that comprise our support processes have comprehensive mission requirements, as well as very large customer bases. By identifying and prioritizing their work process performance, they remain focused on what is critical for operational success.

**6.2a(3)** Figure 6.6 describes our support processes, support process activities, and their key requirements. Performance measures for each are described in Figure 4.5.

6.2). Customer surveys and feedback systems are used to validate performance.

**6.2a(5)** Process improvements are often identified by our work force. We use the two-tiered method described in Figures 6.4 and 6.5 to evaluate and improve our support processes. To identify benchmarks, we compare our support processes against inside and outside organizations that perform similar processes (Figures 7.3.13 and 7.5.18).

We rely on feedback from customers externally through customer comment cards and internally through surveys and other forums to monitor our support processes (Figure 3.3). Further, we apply the Fort Benning CI Action Plan and other measurement processes to evaluate and improve our support processes and to ensure we provide the best possible services. The Garrison Commander conducts Quarterly Quality Reviews with support

Support Processes	Activities	Key Requirements	Results
<b>Quality of Life</b> ➤ <b>Living Community</b>	DPW DOD Schools DCA Day Care Single Soldiers	Utilities Management, Housing, Facilities & Infrastructure Upkeep Qualified Teachers, Adequate Facilities Quality Childcare Services	7.1.13-16 7.2.3 7.2.4-7.2.7 7.5.13-15
➤ <b>Health and Wellness</b>	MEDDAC/DENTAC	Medical and Dental Services	7.1.17-19 & 7.2.6 7.3.20-21 7.4.1-6
➤ <b>Leisure and Recreation</b>	DCA DOT	Customer Service MWR Facilities & Services Clubs, Restaurants, Pools, Theater, Bowling, Golf	7.1.23 7.2.5 7.2.22-25 7.4.10 & 7.5.18
➤ <b>Support Services</b>	AAFES Red Cross Commissary SJA DPS DCA	Customer Satisfaction Emergency Assistance Product Availability Responsive Legal Services Safe and Secure Environment Efficient Financial Services	7.1.24 7.2.5, 8 & 9 7.2.22-24, 26-27 7.3.16 & 17 7.4.8
<b>Work Force</b>	DMP DCP EEO	Recognition/Awards/Training Responsive and Efficient Recruiting BOSS Hotline Timely Personnel Processing Effective Complaint Resolution	7.3.1-5 7.3.6-11 7.3.18 7.3.20-21
<b>Communication and Automation</b>	DOIM	Reliable Telecommunications Automation & Records Management	7.2.14-15 7.4.7 & 7.5.21
<b>Purchasing</b>	DOC	Timely Acquisition Services	7.2.16 & 7.4.9; 7.5.22
<b>Resource Management</b>	DRM	Customer Satisfaction Budget Development and Execution	7.1.10-11 7.2.1-4 7.2.10-11, 7.2.14-17

Figure 6.6

**6.2a(4)** We maintain support process performance by following the same process management system described in our Design Model (Figure

process owners to monitor and improve performance, transfer learning between functional areas, and reduce cycle time.



**6.3a Management of Supplier and Partnering Processes.** Our suppliers provide goods and services to the installation through contracts and agreements. Some of our partners are collocated on the installation to better serve our customers. We manage their processes through three methods: Federal Acquisition Regulations; Inter/Intra-service Support Agreements; and partner management. Key mission process owners, support process owners, customer representatives, and supplier process owners participate in the supplier/partner management process. Our supplier relationship is also described in the Overview, Figure 7.

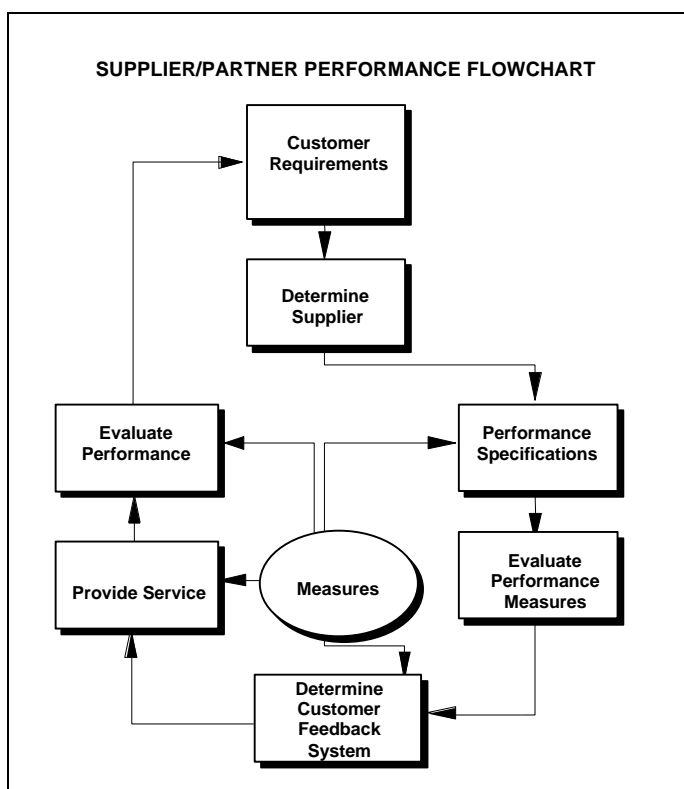


Figure 6.7

**6.3a(1)** Federal regulations prescribe the design of most of our supplier and partner processes, particularly in the procurement area. As a result of mature process performance, many of our suppliers are partners with us in the overall success of the installation. For example, we work closely with our on-post partners such as AAFES and Commissary and provide them with facilities and detailed customer information and feedback. Even though the Medical and Dental activities are essential suppliers, we recognize and consider them full partners in the QUEST and specifically

on the Quality of Life support process team. This participation not only helps them to improve the quality of their performance, it also impacts the overall performance of the installation.

**6.3a(2)** Our suppliers –“*Who Helps Us*” -- support both our mission and support service requirements through various types of procurement processes, such as, purchase orders, formal contracts, delivery orders, and credit card purchases. Other suppliers evolve from Inter/Intraservice Support Agreements and Memorandums of Agreement. Inter/Intra-service Support Agreements identify recurring support provided to another government component. They define the services and products provided by the supplier and use guidelines established by federal regulations. Figure 6.8 identifies examples of key suppliers/partners, their requirements, and measurement indices.

Since Federal Acquisition Regulations require that suppliers compete for government contracts exceeding \$2,500, we are not permitted to show favoritism or bias in evaluating bids, i.e., preferred suppliers. However, our Directorate of Contracting (DOC) ensures that suppliers exhibit proof of financial and technical ability to perform prior to contract award. Contract performance clauses and provisions protect our interest should a contractor fail to perform.

**6.3a(3)** We perform quality assurance inspections during performance of services and upon delivery of supplies. Performance feedback is provided to suppliers by onsite inspectors of services and construction.

The user inspects supplies and equipment and prepares a receiving report to reflect acceptance or rejection of the items. Discrepancies are reported to the Contracting Officer for appropriate action under the terms of the contract. We maintain supplier performance records, and consider past performance when evaluating a supplier for “best value.” Using the “best value” approach, factors other than price (such as past performance/technical competence) determine contract awards. The Department of Defense (DOD) recently established a Central Contractor Registration database to share supplier information, including past performance. All DOD





ACQUISITION PROCESS	KEY EXAMPLES	REQUIREMENTS	MEASUREMENTS/ CONTROL STRATEGIES
<b>Suppliers -Contractors -Vendors</b>	Supplies, Services, Construction, Food Services, Laundry Services, Phone Maintenance Services, Refuse Disposal	Timely Acquisition Contractor Compliance Reasonable Cost Reliable Supplier Competitive Bid	Quality Inspections Performance Evaluation Timely Delivery Specifications (Dollars, Time and Quality)
<b>Supplier -Depot Supply System</b>	Repair Parts for Tactical Vehicles, Tanks, Missiles, Training Ammunition, etc.	Program-Managed Items	Quality Inspection Shortage Reports Complaint Resolution
<b>Partners/Suppliers</b>	HQDA and Major Commands AAFES, Commissary Medical and Dental Activities	Guidance, Resources Serve Soldiers, families, retirees.	Customer Satisfaction Returns/Exchanges Timely Service
<b>Credit Card (under \$2,500)</b>	Office Supplies, Equipment, Minor Repairs	Competitive Price Short Delivery	Industry Standards Industry Warranty
<b>Intra/Interservice Agreement</b>	Eglin Air Force Base (Ranger Training)	Training Support Supplies/Services Training	Quality Inspections Performance Evaluations Timely Delivery

Figure 6.7

contractors must register in the database to be considered for defense contact awards.

Since Acquisition Reform in 1995, several initiatives have been introduced to reduce administrative costs and processing time and to simplify contract clauses and provisions. One initiative, the Credit Card Program, provides our customers control of their micro-purchases (under\$2,500) and reduces delivery and purchase processing time. The credit card holder evaluates the quality of goods or service provided. If not satisfied, the cardholder directly negotiates with the supplier for correction of deficiencies and/or cost. This direct, face-to-face negotiation has resulted in a more efficient acquisition process and a faster correction of errors. Fort Benning leads in TRADOC for maximum credit card use for micro-purchases (Figure 7.4.9). To further improve our processes, we educate suppliers and partners on our customer requirements. For on-post customers, the DOC periodically provides refresher seminars on acquisition processes and reform. In 1996, the DOC partnered with the small business community, (250 attendees) by hosting a Banking and Electronic Data Interchange Workshop, a computer-based replacement for the solicitation and bidding process. In 1997, they hosted a Small Business Breakfast and Workshop with 350 attendees and informed the business community of

acquisition regulation changes and the government Credit Card Program.

To further assist small businesses, DOC's small and disadvantaged business utilization specialist (SADBUS) established an outreach program to assist them in competing for credit card purchases and larger contracts. The program has been recognized as one of the best in TRADOC. Since 1992, the SADBUS has chaired or actively been involved in "Challenge the Marketplace." This event, sponsored by the Southeastern Regional Small Business Procurement Conference, is designed to keep the small business community informed of procurement opportunities with federal, state, and local governments. Over 350 attendees and 80 exhibitors attend it annually. The results of these initiatives are reflected in the increase in the number of contracts awarded to large and small businesses (Figure 7.2.16).